



Managing Diversity in Health and Social care

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Learning Outcome



The Learning Outcomes are as following:

- **Diversity** – Diversity in healthcare, Importance, Strategic Principles
- **Trade unions** - Representing Health Care Workers, Enhancing Employee Standards, challenges
- **Disciplinary and Grievance Procedures** – Principles, types, stages, steps.
- **Employee Welfare** - Welfare Programme and it's types
- **Cultural Awareness** – Field notes, Checklist, Cultural Competence
- **Cross-Cultural Communication** – Types, Non-Verbal Communication, LEARN Model, Equality Act 2010.

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Diversity

Diversity means accepting people's differences and acting with regard and respect toward their value, trust, cultures, and way of life. Equality and diversity must be a part of all you do, especially in a healthcare organization.



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Diversity in Healthcare

Diversity in terms of healthcare refers to when the medical and administrative staff of a healthcare facility represents a wide range of experiences and background.



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Why is Healthcare Diversity So Important?

Diversity in the workplace is important because it provides several benefits to healthcare employers, staff, and patients. The following are the benefits:

1: Higher Employee Morale

For healthcare workers, diversity fosters a strong sense of belonging and community, making the workplace seem more secure and pleasant.

2: Better Care for Diverse Populations

Diversity helps to ensure that no matter what comes into the organization, there is someone on staff that interacts with them, respects them, and provides superior service to suit their specific needs.

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Why is Healthcare Diversity So Important?

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3: Higher Employee Retention

The contented and shielded healthcare or social care staff believe they will no longer be employed by the company.

4: Stronger Individual Motivation

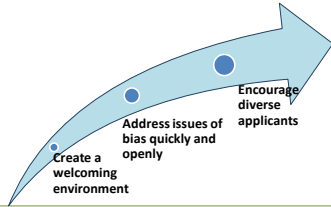
Employees may feel suffocated or unable to exhibit their unique abilities and traits if there is a lack of diversity in the workplace, minority healthcare, or social care.

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How to Promote Diversity in Healthcare

It's possible that the hospital administration and unit of time hold a greater share of the responsibility for developing health-care variety. After all, those divisions are in charge of a lot of recruiting, advertising, and profitability at their business.

There are a few ways that individuals of the care workforce may encourage diversity at work.



Core Strategic Principles of Diversity

Leaders in the care industry are responsible for encouraging diversity and inclusion across all business fields.

To do this, providers should incorporate the Common Core Strategic Values into their work culture such as:

- Commitment to equity, diversity and values for human rights**
- Promoting Equality, Diversity and Human Rights in Decision Making**
- Advancement of Equality, Diversity and Human Rights**
- Monitoring Equality, Diversity and Human Rights Performance**

Strategies for the Promotion of Equality and Diversity within Social Care

The principles, policies, and rules should be thoroughly understood by all employees. They will be able to use them in their regular operations.

You may use a variety of techniques to foster equity and variation, which includes:

- ✓ Implementation of an inclusion and diversity policy
- ✓ Providing all workers with equality and diversity training
- ✓ Providing periodic refresher training
- ✓ Promoting individual needs
- ✓ Finding out what consumers expects

Diversity is Vital to Patient Care

Diversifying healthcare isn't just necessary; it's vital. Language, culture, and ethnicity may easily create barriers, and in an industry where lives are on the line and every second counts, delays and hurdles can rapidly become fatal.



Diversity, on the other hand, isn't something that can be achieved quickly. It will need a leader who is committed to raising cultural knowledge and inclusiveness

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Equal Opportunities in Healthcare

"The concept of equality of opportunity consists in a moral right to healthcare according to which healthcare is a matter of justice, and it is the responsibility of the public health sector to tackle health inequities and provide care according to needs".

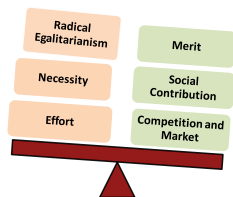
Daniels (1985)



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Material Principles of Justice in terms of Equality

The Material Principles of justice in terms of Equality are as following:



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Trade Unions in the Health Care Sector

Unions are basically an organization's workers who work together to create a more powerful voice and presence in the workplace.

This is significant because it helps staff to enhance their working conditions, which in turn improves the quality of care provided to patients.



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Trade Unions - Representing Health Care Workers

Unison is a big organization that represents a huge number of NHS employees in the health care field. Nurses, ambulance drivers, management professionals, and administrative personnel are all **represented by unions** in the health-care industry.

One of a union's main goals is to help members develop in their careers. This indicates that good, decent treatment of employees is prioritized in the workplace.

The TUC, often regarded as the UK's voice, advocates for workplace justice and equality. Unison is one of the TUC's fifty-eight affiliated unions.

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Trade Unions - Enhancing Employee Standards

Employees are held responsible and accountable for their actions and the care they provide to patients, which improves patient care. Employees, in turn, are protected from any fraudulent allegations of malpractice. Unions ensure that employees are protected by the law and that they are not harassed or treated unfairly at work by coworkers or management.



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Challenges of Health Care Unions

A health-care union, however, is not without its challenges. For certain workers, the democratic process may compel them to strike even though they did not vote to do so, just because the majority requested a strike. Nonetheless, much of society is guided by this democratic process in all other sectors, and the great majority of Britons embrace democracy as a method of improving society and making the best judgments.



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Disciplinary and Grievance Procedures

Disciplinary procedures are in place to control the measures that an employer should take when an employee performs poorly or behaves in an unprofessional manner.

Grievance procedures, on the other hand, define how to handle employee issues, difficulties, and complaints.



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General Principle for Disciplinary Procedures

The basic principles for disciplinary procedures are as following:

- 1: **Fairness** used in a consistent, timely, unbiased, reasonable, and nondiscriminatory manner.
- 2: **Confidentiality** includes Statements, letters, and other communications shall be kept absolutely confidential.
- 3: **Natural Justice** where employee shall be informed of the nature of the complaint.
- 4: **Equal Opportunities** where all protected characteristics as outlined by the Equalities Act 2010 without exception.

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General Principle for Disciplinary Procedures

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5: Representation: The employee has the right to be accompanied by a coworker or a trade union representative.

6: Right of appeal: Where formal disciplinary sanction, except an oral warning, is subject to appeal.

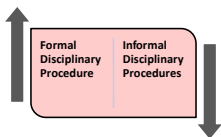
7: Recordings: Includes audio or visual recordings of the sessions by the employee.

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Types of Disciplinary Procedures

The disciplinary procedure is an important tool for management, and when used consistently, it leads to a better and more favorable interaction between management and employees.

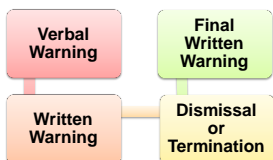
There are two types of disciplinary procedures:



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Stages of a Formal Disciplinary Procedure

The various stages of a formal disciplinary procedure are as following:



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Steps of Disciplinary Procedures

Disciplinary action might appear formal and time-consuming, but it's critical to follow the procedure exactly to avoid legal repercussions.

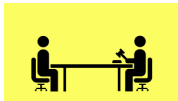
The various steps of disciplinary procedures are as follows:

- Get an initial understanding
- Investigate thoroughly
- Invite the employee to a disciplinary meeting
- Conduct the disciplinary meeting
- Decide on action to take
- Confirm the outcome in writing
- Right to appeal

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Step 1 – Get an initial understanding

Establish the facts. Before you decide on the actions, get the employee's side of the story.
Following a capability procedure may be more suitable if you decide that the issue is more directly related to performance or ability than to action.



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Step 2 – Investigate thoroughly

If the offense is more serious, or if it is not the employee's first, formal process may be required.

Begin by gathering all of the information you'll need to determine the situation's facts: Examine any information that might be used as proof, and hold an investigative meeting with the employee in question



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Step 3 - Invite the Employee to a Disciplinary Meeting

In writing, invite the employee to a formal disciplinary meeting.

Provide them notice of the meeting, make sure they know they have the right to be accompanied, and give them copies of all the evidence you have against them.

Make sure the invitation describes the type of behaviour that will be discussed during the disciplinary hearing.



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Step 4 - Conduct the Disciplinary Meeting

One need to do the following during the disciplinary hearing:

- If the employee has not taken anybody with them, make sure they are aware of their entitlement to be escorted.
- Make a list of the charges you have against them and encourage them to answer.
- Examine the evidence you have and offer the employee to make any further comments.
- Ensure that notes are taken during the meeting – ideally, a note-taker will be present. This not only offers a witness to talks, but it also allows you to focus on the meeting's running.



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Step 5 - Decide On Action To Take

Consider all of the evidence you now have after the meeting to see if it's enough to substantiate the claim of misconduct.

You would convey this to the employee and conclude the procedure if you find the employee innocent or believe the behavior does not merit further action.



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Step 6 - Confirm the Outcome in Writing

Once you've made your decision, notify the employee in writing. One need to inform the nature of the misconduct, level of warning they are being issued with, or whether they are being dismissed, how long any warning will remain active, if they are place on warning – the necessary changes in behavior and the likely consequences of further misconduct, the grounds for the dismissal, and right to appeal and the timescales they have to do this.



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Step 7 - Right to appeal

The employee must be given the option to contest your judgment in order for the disciplinary action to be regarded fair. In an ideal world, you would have someone else hear this plea, but in a small firm, this may not always be practical. If this is the case, and you must hear the appeal personally, make every effort to remain neutral.



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Tips when taking Disciplinary action against an Employee

Various tips when taking disciplinary action against an employee are as following:

-  **Keep things confidential**
-  **Act promptly**
-  **Keep records**
-  **Be transparent**
-  **Act calmly and objectively**
-  **Avoid arguments**

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Employee Welfare

According to ILO, "Employee welfare should be understood as such service, facilities and amenities which may be established in or in the vicinity of undertakings to enable the persons employed in them to perform their work in healthy and peaceful surroundings and to avail of facilities which improve their health and bring high morale".



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Employee Welfare Programme

Employee welfare entails everything from services, facilities and benefits that are provided or done by an employer for the advantage or comfort of an employee.

The following are generally given as the values to be followed in setting up a employee welfare programme:

1. To satisfy real needs of the employees
2. Employer should not assume a benevolent posture
3. Cost of programme

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Welfare Programmes

Employee welfare means anything done for the comfort and improvement of the employees.

The different welfare programmes are as following:

- 1: Childcare Benefits
- 2: Cycle scheme
- 3: Season Ticket Loan scheme
- 4: Eyecare



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Cultural Awareness in Healthcare

Cultural awareness is the capacity to recognize and comprehend our own cultural ideas, values, and practices, as well as how they influence our choices and actions. Cultural awareness necessitates taking a step back and viewing ourselves through the eyes of a stranger, as well as opening our brains to fresh concepts.



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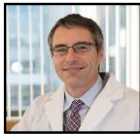
Field Notes from Dr. Alexandra Green

Patients' reactions to sickness and treatment are influenced by their culture. Different cultures might cause confusion and misunderstanding in our multicultural society, reducing trust and patient adherence.

Here are two examples from her career that show how deeply culture impacts medical care:

----- A Moroccan patient

----- An African American patient



Dr. Alexandra Green

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Cultural Awareness Checklist

Promoting cultural understanding and delivering culturally sensitive care requires communication and ongoing education. The various cultural checklist is as following:

To establish clear communication

To ask openly about potentially relevant traditions and customs

Be aware of non-verbal cues without jumping to conclusions

Use normalizing statements

Examine your own biases

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Cultural Competence in Health Care

Cultural Competency means providing effective, high-quality treatment to patients with a wide range of beliefs, attitudes, values, and behaviors. This approach necessitates the development of systems that can tailor health treatment to cultural and language disparities.

It also necessitates an awareness of the possible influence of cultural variations on healthcare delivery.



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Importance of Cultural Competence in Health Care

Healthcare companies and patients can benefit from cultural competency. It leads to increased patient participation and engagement, as well as increased respect and understanding. The importance of cultural competence is as following:

- ✓ Improved Patient Outcomes
- ✓ Improved Patient Experiences



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Cross-Cultural Communication

The act of identifying both differences and similarities across cultural groups in order to effectively participate within a particular environment is known as **cross-cultural communication**.

The different cross – cultural communication are such as **eye contact, touch, silence**.



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Cross-Cultural Communication Eye – Contact

Eye contact is a primary non-verbal communication tool and varies by culture

Arabs regard direct eye contact to be unpleasant and confrontational.

American Indians often gaze at the ground throughout a discussion to show that they are paying attention.



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Cross-Cultural Communication Touch

Touch is a mean of therapeutic communication taught in different schools of nursing

Women of Arab or Hispanic descent may be limited in their ability to care for male clients.

Touching the head is frowned upon by Asians since the head is seen to be the source of an individual's power

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Cross-Cultural Communication Silence

Silence might be regarded as a lack of comprehension or a refusal to respond

Silence is required while chatting with elders in Asian cultures as a gesture of great respect.

English and Arab peoples use quiet to indicate respect for one another's privacy.

French, Spanish, and Russian people use silence to convey agreement.

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Non-Verbal Communication and Patient Care

Nonverbal communication is a subtle kind of communication that begins within the first three seconds of meeting someone and can last the duration of the engagement.

Nonverbal communication has a greater influence on communication success than spoken communication.

The various Non-Verbal Communication are as following:



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Body Posture and Presentation

Many cultures put a priority on family respect, which is reflected in how people dress and show themselves in public. A person's physical appearance is not indicative of their economic condition.

Example:

Mr. Ramirez was dressed quite beautifully for his doctor's visit, which surprised Carrie. She was perplexed by his look because she was aware that he was on a sliding fee scale. She assumed that either the front office made a mistake while noting his capacity to pay for service or that he misled about his income.

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Use of Voice

We seldom hear how we sound to others, making voice usage one of the most challenging kinds of nonverbal communication to modify. If you speak too quickly, you may come out as bored in the patient.

Example:

Dr. Moore was hurried because he had three patients waiting. He began asking his Vietnamese patient Tanya health-related questions. She appeared uncomfortable, gazing at the ground and offering much information. He couldn't convince Tanya to participate in the visit no matter how forcefully he asked the question.

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Gestures

Gestures can have vastly diverse meanings in various cultures. It's better to think of gestures as a kind of local lingo that only the culture's insiders understand. To avoid misunderstandings, exercise caution while using hand or body signals.

Example:

"Nurse, nurse," James Todd, an Anglo patient, cried out to Elena, a Filipino nurse. Elena knocked on Mr. Todd's door and said, "May I assist you?" Mr. Todd motioned with his right index finger for her to come closer. Elena remained silent and asked angrily, "What do you want?" Mr. Todd was confused. Why had Elena's demeanor altered so drastically?

Mr. Todd's casual hand gesture irritated Elena. The "come here" hand signal is used to call animals in the Philippines.

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The LEARN Model for Cross – Cultural Communication

The Learn model is a framework for cross-cultural communication that helps build mutual understanding and enhance patient care.

- L** – Listen
- E** – Explain
- A** – Acknowledge
- R** – Recommend
- N** – Negotiate



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Equality Act 2010

Equality was created to aid in the promotion of dignity in social care. Anti-discrimination law was replaced with equalities legislation. The Equality Act safeguards individuals who receive care and those who provide it from being treated unfairly because of any protected characteristics under the law.

The following are the 'protected characteristics' such as age, disability, gender reassignment, marriage and civil partnership, pregnancy, race, sex, sexual orientation.

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The Public Sector Equality Duty

Section 149 of the Act contains the Equality Duty, which took effect on April 5, 2011. Shropshire Community Health NHS Trust and any organizations with whom it has contracts to carry out public tasks on its behalf, such as GPs and Dentists, are subject to the Equality Duty.

The Duty has the following three aims:

- 1: To eliminate all forms of unlawful discrimination, harassment, and victimization
- 2: To ensure those who share a relevant protected trait
- 3: To encourage positive interactions

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Cultural and Linguistic Diversity and Hospital

The Australian Charter of Healthcare Rights in Victoria outlines your rights while you're in hospital.

According to the Charter, you have the right to:

- access the health services you need
- safe and high-quality health services
- respect from the staff you deal with
- clear, understandable information about healthcare services, treatment, options and costs
- using an interpreter to help communicate with healthcare staff
- being included in decisions so you can make informed choices about your care
- privacy and confidentiality
- provide feedback on any health care service.

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Interpreter in Hospital

Accredited interpreters are available if one want to communicate in a language other than English. Patients with hearing impairments can use Auslan which is Australian sign language interpreters.

Interpreters help patients with Limited English Proficiency and the Deaf and Hard of Hearing interact with their doctors, nurses, lab technicians, and other health care workers.



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